

17 May 1971

MEMORANDUM FOR: Director of Training

SUBJECT : Weekly Report of School of Intelligence and
World Affairs No. 19, 7 - 13 May 1971COURSE ACTIVITIES1. Advanced Intelligence Seminar (AIS) No. 5

25X1A6a The first week of AIS No. 5 has been a stronger beginning than that of the March running. The mix of the 29-member seminar is a better one: 1 - O/DCI, 11 - DDI, 3 - DDS&T, 9 - DDP, and 5 - DDS. The first full day [] offered the class three contrasting views of the Agency. The DTR opened with a discussion of problems facing the Agency and the Intelligence Community. A relatively young panel of officers -- from CA, NE, OPPB, and ONE -- aired "current organizational hang-ups," and Colonel White discussed current and future Agency resources. Former Ambassador Komer gave his frank evaluation of intelligence assets and liabilities, while Charles Williams, from the White House Staff, provided the class with a real "mind-stretcher" in his forecast of the future direction of foreign policy.

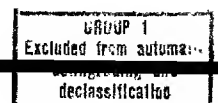
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2. Orientation for Overseas

25X1A6d This month's Orientation for Overseas, which ran 11 and 12 May in the Language School's meeting room in the [], provided us useful new experience. The class of 21 included 10 wives -- probably an unprecedented ratio of wives to employees. The components represented were OS, TSD, [], OMS, and DDS&T.

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This class was considerably more sophisticated than the average 00 group in respect to personal adaptation problems and also displayed a greater than usual desire for answers. Though this course was set up for persons who have not previously served abroad with the Agency, three or four in this class indicated that they had done so. Five participants urged that the course be extended to four days or more in order to exploit better the resources introduced.

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3. Intelligence Research Techniques Course

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All planning and final scheduling is now complete for the Intelligence Research Techniques Course, designed for NPIC personnel. The course, which was formerly run for five half-day weeks and involved constant busing of students, has been entirely revised. It will now be given in Room 1A-07 Headquarters Building, where students will spend most their time. They will make only one trip, to [redacted]. The course has been reduced to five full days, from 24 through 28 May, and its curriculum has been substantially changed and improved. [redacted] is chief instructor and [redacted] will be in charge of the course day devoted to CRS. These two faculty members are also responsible for the revision of the course organization and content.

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4. USSR Survey

USSR Country Survey is underway. Nine students, mostly from NPIC, present a unique situation -- every student has had our Intelligence and World Affairs, or in one instance, the Introduction to Communism (1956). As a result most of the sessions have been substantially changed to fit this situation -- a minimum basis of information is assumed and the lectures or discussions proceed from that level.

BRIEFING ACTIVITY

1. On 10 and 13 May, to foreign intelligence officials, on CIA and the national security structure.

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2. 11 through 14 May, with a [redacted] security official, on world Communist developments.

3. On 11 May, at DIS, to 40 students in the Attaché Course, "Mission, Functions, and Organization of CIA."

OTHER ACTIVITIES

1. Experiential Cross-Cultural Training Workshop

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[redacted] reports that he was impressed with the radically new methodology of the Experiential Cross-cultural Training Workshop at the Center for Research and Education in Estes Park, Colorado. The 10 participants through the week of 2 May included two other Government trainers -- Dewey Brumbaugh of AID and Lt. Comdr. Joseph Pursel, who heads a unit of the Human Response Training effort expanded recently by Admiral Zumwalt. The balance of the group came from universities or religious groups.

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The Workshop stresses learning by live experiences rather than by only assimilating data -- learning how to do for oneself, rather than learning only about how others have done. Further, the new methodology targets the core problem of personal adaptation overseas -- the anxieties, frustrations, and resort to "escapes" -- which is more closely related to the emotions than the intellect. Hence the exercises seek to help participants understand and deal with feelings in cross-cultural situations, as well as to exploit useful data.

One of the slogans of Dr. Albert R. Wight, associate Director of the Center, is that Americans have for too long gone overseas with the aim of inducing change in foreigners but without preparing adequately for the changes in their own behavior on which the success of their missions depended. A wealth of training materials for implementing the Center's methodology is now available in the four-volume "Guidelines for Peace Corps Cross-cultural Training" which it produced last year.

2. Requests for [] Studies in Intelligence Article

[] reports that he's had two requests for reprints of his Studies in Intelligence, Fall 1970, entitled [] 25X1A
Twenty copies are being sent to IHC members and about that number are being circulated in CRS. No royalties have yet been received. A letter (of complaint) to the Editor is reportedly being prepared.

3. [] Meets With Top Pentagon Historian

As a result of a meeting last week with Mr. Wilbur Hoare, Chief Historian of the JCS, [] this week had a profitable three-hour meeting and lunch with the top historian in the Pentagon, [] who heads the Historical Staff in the Office of the Secretary of Defense. [] was hired by General Donovan in the third month of COI's history - September, 1941, served in North Africa with OSS, and was made available to former Secretary of War Stimson by Donovan to work on the Secretary's papers - the same papers that [] worked on at Yale a few weeks ago. [] promised to make available to [] when he is ready, the unpublished portions of the Forrestal Diaries. 25X1A9a

[] the same question he was asked last month by the former head of R&A of OSS, [] when they met in Boston: "Where is the [] history?" Others, including [], have asked the same question at various times, but nobody has ever come up with anything more than "hunks and chunks" of it. As a result of some documents he has discovered [] is preparing a memorandum for DTR on "the [] history" and plans to send copies to two interested parties, Messrs. Lawrence Houston and Walter Pforzheimer. 25X1A

One last note: the JCS historian has offered to send to the Agency, addressed to the DCI, a two-volume classified work on "The Origin and History of the Joint Chiefs of Staff." Written in 1953, the paper contains a very useful account of the OSS-JCS relationship. The history should be a useful addition to either Pforzheimer's or our Historical Staff collection.

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PERSONNEL NOTES

1. [] is at home recuperating from recent surgery at Fairfax Hospital.

2. [25X1A9a] is attending NIS.

3. [] departed for a TDY in [] on 12 May.

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Chief, School of Intelligence
and World Affairs

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